



ABSTRACT AND BIOGRAPHY

Getting Work Done: The Human Side of Project Management

Project Management is the art and science of getting work done with the active cooperation of individuals and organizations that are interested in or influenced by the outcomes of a project. As organizations struggle to embrace new "Projectized" cultures, the challenge for the Project Manager consists of attracting the right resources, forming a cohesive team, keeping the team motivated, meeting individual aspirations and getting work done – all within the constraints of scope, cost, time, and customer satisfaction!

Creating successful teams requires conscious and deliberate investment of time and effort. Teams are built around four basic principles that recognize the importance of Team Structure, Team Process, Team Culture and Team Influence. Structure provides leadership and organization. Process provides discipline and predictability for team interaction. Culture builds the foundation for a team's norms and values for successful interdependence and relationships. Influence helps the team to leverage internal and external politics in a constructive way to drive the project to a successful outcome.

Finally, successful teams embrace a common purpose, and develop and follow a set of common processes based on a set of values and culture. The Project Manager's role in team building is to guide, coach, mentor, facilitate and direct as required to achieve the intended project outcome. The success and survival of project teams depends on understanding the human side of Project Management.

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Dhanu Kothari is the President of D2i Consulting. He has 30 years of experience in IT and Engineering with major organizations including Hewlett-Packard, Digital Equipment (Compaq), Honeywell, Nortel Networks, Bank of Nova Scotia, Sperry Univac and the Norwegian Computing Center. His area of expertise is Project Management delivery and consulting including Methodology, Process, PMOs, project audits, coaching and training.

Dhanu is a past President of the Project Management Institute (PMI), Southern Ontario Chapter, Canada. He has presented several papers, webinars and training sessions to PMI Chapters, PMI-ISSIG, PMI-IIT&TSIG, IEEE, CIPS and other publications. He has authored two books on Project Management titled, "Rainbows & Ratholes: Best Practices for Managing Successful Projects" and "From Ratholes to Rainbows: Managing Project Recovery". Dhanu holds a B.Sc. in Mechanical Engineering from Pune, and a Post- Graduate in Production Engineering from the University of Strathclyde, Glasgow.



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Romeo Mitchell is a senior program manager with Hewlett-Packard (Canada). His experience includes delivery of complex IT projects and programs with particular emphasis on project recovery, salvaging and turnaround in the Telecom, Manufacturing, Banking and Retail Sectors. Romeo has made several presentations at PMI symposiums and chapters, and he is the co-author of a book titled: *"From Ratholes to Rainbows: Managing Project Recovery"*.

Romeo is a past President of the PMI, Southern Ontario Chapter. Romeo holds a M. Sc. Degree in Project Management from Brunel University/ Henley Management College, England, a Graduate Certificate in Operations Management and Operations Research Techniques from the Industrial Society of Great Britain, and a B.Sc. Degree in Quantity Surveying (Cost engineering) from the University of Westminster, England.